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Office of Communications
Statement of Goals, Principles and Standards
for CIA

Purpose - To provide accurate, timely and quality intelligence for policymakers to allow them to make informed decisions. Serve as a bridge between the various contributors to the intelligence process to ensure that intelligence is reported in a balanced and accurate fashion regardless of equities.

Organization - Retain the small company nature of CIA to avoid bureaucratic inertia. Be able to pull together multidisciplinary teams informally to support operations, analysis and dissemination. The organization chart at any point in time is not important but flexibility and the ability to adapt to intelligence needs and collection opportunities is critical.

Ethics - The special authorities given to the CIA through the DCI place special responsibilities upon CIA employees for uncompromising integrity and honesty. Only those who can live up to these responsibilities will remain and these must be gratified with internal rewards from being a select few, performing a special task. The taxpayer should be remembered whenever his/her money is being spent.

People - Select the best from all of society and help them to learn and grow. Provide rewards in relation to the extraordinary demands of the profession and attempt to make them whole from losses incurred by incident of service. Challenge employees and recognize innovativeness, risk-taking and initiative.

Management - The CIA can only operate effectively if responsibility and accountability is distributed to the lowest possible level. This is necessary because of the geographic dispersion of CIA elements, the variety of activities necessary for an intelligence organization to function and the need to respond quickly to opportunities. Top management should mix leadership liberally with management and avoid micro-management even at the expense of occasional mistakes. We should strive to keep our management system simple and flexible.

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Measure of Results - The CIA can measure results by the impact of its product upon policy decisions, the ability to meet customer needs, the demands for more and the esteem in which CIA is held by consumers and the community.

Standards - CIA standards are higher than those of other organizations. This is evidenced by our selection process, our security and personal conduct standards and the way that we challenge our people. In many ways, we are similar to private industry. CIA can set its own standards, expect people to meet these challenges, reward excellence and weed out those who can't or won't meet these standards because all serve at the pleasure of the Chief Executive Officer (the DCI).

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